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PUBLIC RELATIONS JOURNAL

Public Relations in Italy *Frank Gervasi*

The Care and Feeding of Bosses *Earl Newsom*

Motivation Research in Public Relations *Mackarness H. Goode*

Challenges for Business Statesmen *J. Stanford Smith*

The Mass Market for Publicity Features *Ronald N. Levy*

The Thriving Infant Abroad *An Editorial*

Books in Review:

Corporate Public Relations *John W. Hill*

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A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

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Editorial

The Thriving Infant Abroad

● During recent months, the JOURNAL has given a good deal of attention to public relations matters in European countries. This has stemmed from a two-fold idea: (a) that what happens abroad in public relations is naturally germane to the interests of American public relations people and (b) that public relations is naturally germane to the interests of U.S. goods and merchandise. A recent trip to four countries in the North Atlantic trade area confirms the thesis as this writer understands it.

It would be reasonable to suggest that public relations abroad is in a state of "thriving infancy." The writer hopes that none of his friends in these other countries will misunderstand the phrase, for he intends to put as much emphasis on the word "thriving" as on the other.

In Denmark, for example—and Denmark is certainly one of the most civilized places in the world—there is no organization of public relations people, and there are no independent consulting firms. No phrase for "public relations" exists in the Danish language, and so, interestingly, the Danes call it just "public relations" when they speak of the concept at all.

But this lack of a phrase does not keep the Danes from practising public relations work of a high order. The men at the concierge desks in the hotels, for example, have quite possibly never heard of public relations, but this does not prevent them from doing public relations work very well indeed. The plant tours at such breweries as Carlsberg and Tuborg are efficiently organized. And an active sales and advertising organization in Copenhagen is headed by Knud Petersen, secretary to the board of Dansk Esso, and formerly the public relations executive of that company. When Mr. Petersen took over his relatively new duties, he was succeeded by John Jensen, who now heads up a department of considerable scope, well equipped to operate in all fields. The better stores, restaurants and public places are all beautifully designed, their personnel speak English fluently. One gets the feeling that the actual practice of public

relations is no new thing in Denmark, even though the professional and organizational base for further development is yet to come.

In Italy, one finds a quite different situation. There the major association for public relations people has some 350 members, and it has also a full-time Secretary General, Guido de Rossi del Lion Nero, who directs an active program. Most of the Society's members are "inside staff" people, and this writer could find only two independent counselling firms. Some of the U.S. firms operating in Italy have Americans at the head of their public relations departments, but there is a natural and desirable tendency to employ Italian citizens in public relations jobs wherever possible. The Italians are as eager to export to the U.S. as are U.S. manufacturers to export to Italy.

It would be fair to suggest that the necessary liaison between Italian and U.S. public relations concepts does not yet exist in anything like an optimum form. But at the same time it is clear that Mr. de Rossi and his associates are working effectively toward the goal.

In France, attitudes toward public relations work seem quite mature. An active organization exists, the President of which is René Tavernier, who operates an independent consulting firm. Georges Sauerwein and Jean Choppin de Janvry, both French and both public relations executives of Esso Standard there, are professionally active and maintain a lively interest in public relations work internationally as well as in France.

But some French business men and entrepreneurs seem to lag in their understanding of the public relations concepts entertained by their public relations professionals. Prices are quite high, especially in the "better" places, and the "tourist trap" still flourishes. The French, of course, are eager for American dollars, as is everyone, but it is no secret that more than one American tourist—and more than one American firm—finds France a step or two behind some of the presumably less "sophisticated" countries in its public relations attitudes.

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Look homeward, America...

From having looked skyward with wonder ... from having looked outward, beyond the horizon and the vast seas ... now in this season, with heightened concern, we tend to look inward—and homeward.

For there, in the heart and at the hearth, lies our abiding fund of strength.

The spirit, the need, that is bred in the heart has its fullest expression at the hearth—in the family gathered together, with the woman its focus as wife, mother and chief guardian of the family's welfare. This spirit, this need, McCall's has termed *Togetherness*.*

Summing up the strong family unity which is both the ideal and the reality of contemporary American life, *Togetherness*—as a word, a concept and a living thing—is one of the major drives today behind our progress as a free and thriving nation in the world community.

For these reasons, McCall's throughout the months to come, will continue in its pages (sometimes obviously, sometimes subtly) to foster and interpret the concept of *Togetherness* for all who believe in this way of life and seek to live it daily.

In this season, in all seasons, this magazine will continue to interpret individual values in a family perspective ... to help, guide and inform all women and their families who look homeward—for inspiration and hope and strength.



McCall's

The magazine of Togetherness

*Registered trademark of McCall's

IN 1957, MCCALL'S PUBLISHING PHILOSOPHY RECEIVED GREATER ENDORSEMENT THAN EVER BEFORE IN ITS MORE THAN 80-YEAR HISTORY ... BOTH BY A RECORD NUMBER OF READER-FAMILIES AND BY AN ALL-TIME HIGH INVESTMENT OF THE NATION'S TOP ADVERTISERS.

PUBLIC RELATIONS IN ITALY

By Frank Gervasi

● The last ten or fifteen years have witnessed a growing concern in Italy over the problem of creating abroad, particularly in America, the image of a progressive, efficient, democratic Italy—capable of producing valuable goods and services.

Thanks to the activities of a small and mainly American-inspired band of enterprising men, an increasing number of Italian manufacturers and businessmen have been persuaded that public relations techniques are an indispensable means for creating that desired image.

That Italian products, ranging from costume jewelry to sports cars, are fashionable today is almost certainly partly attributable to the country's

budding professionals. But the major credit must go to American firms, which did the necessary field work in the United States, rather than to domestic practitioners.

For while it is true that month by month, almost daily in fact, more and more Italian firms are becoming "aware" of public relations, there still does not exist in Italy either a full appreciation of the profession or a trained corps of experts and practitioners. This is due less to the fact that it is only a short time, about a decade, since Italy became "PR conscious" than to fundamental philosophical and psychological misconceptions concerning what public relations can and should do. I will attempt to illustrate.

The problem of reticence

The public relations department of any major business or industry in the U.S. is often a journalist's best friend. It provides him with the fact of a firm's contribution to the economic and social advancement of society or to the development of a particular sector of business or industry. Any public relations officer worthy of the name should be able to answer questions about his company's activities accurately, authoritatively and without undue delay. He should be in a position to furnish the reporter with details concerning the firm's founding, growth, personnel policies, wage scales, profits, key men, source of raw materials, plans for expansion (if any) and so on. Out of such material, journalists can fashion interesting and sometimes even entertaining pieces for

wide publication in trade journals, newspapers or mass-circulation magazines.

In Italy, however, the reporter who has been assigned to do a profile or takeout on an important industry or business gets little or no help from the public relations department. It is often that department's function, in fact, to prevent from being printed the firm's activities and to frustrate the journalist at every step. Or, so it seems.

Treated like a visitor

The specialized business or industrial reporter in Italy—or in almost any Continental country, for that matter—is treated much like a visitor from the Tax Collector's office!

A simple question, such as "How much did the firm make last year?" is certain to elicit a vast and all-inclusive silence or, worse, complicated and utterly undecipherable statistical double-talk. I speak from experience.

One major manufacturer, whose product is sold all over Europe and has recently entered the American market, went so far as to deny me simple details as to exactly when and by whom the company was founded!

Another, a manufacturer of plastic trays for shipping fish, has been unable or unwilling to furnish figures on production and sales, despite repeated requests for that information over six months. An American trade journal was interested in a good story on the trays. Its publication might have meant orders from the U.S.A. and a new source of dollar income.

About This Article

● In recent months, the JOURNAL has been giving increased attention to articles about developments in public relations in the various foreign countries. The editors feel that what happens abroad is of importance to public relations men and business men in the U.S., partly because of the expansion in progress and partly because of the importance of trade matters. In the present case, Mr. Gervasi was asked to give an entirely independent and personal view of the situation in Italy, as he sees it. Mr. Gervasi is widely known as a foreign correspondent and is the author of more than 200 magazine articles. He is now living in Rome. ●

An educational job ahead

The reason for the reticence is not merely a poor public relations office, but more often lies in lack of real understanding of the basic concepts of public relations. Big firms, such as the chemical combine, Montecatini, the Fiat auto works, the Olivetti typewriter company, and others, maintain counsel abroad. Many others which urgently need public relations do not, and are not likely to in the foreseeable future, although they are awakening to the need for adequate internal and external public relations at home.

However, a widely-known and respected American expert, whom I met in Rabat on a visit to Morocco, does not maintain office in Europe, as a matter of policy. He said he had thought seriously about opening a Paris or Rome office but after canvassing the situation decided negatively. Reason: "Frank, they just don't understand public relations. Europeans, the British excepted, appear to me to be more concerned with the *externals* of public relations rather than the *substance*."

My friend estimated that it would be years before Europeans may be expected to add sound public relations techniques to their administrative tool-kit. The need to earn dollars and other hard currencies will eventually oblige them to adopt those techniques more widely than is now the case. But some hard selling must be done before that happens, and some real soul-searching among present exponents of the profession must occur.

Let us examine the situation as it really is rather than as optimistic and learned papers on the subject say it is.

The organizational basis

From a purely statistical point of view, it is easy to affirm that public relations is "fashionable" in Italy. Already three organizations exist for the promotion of the idea. They are the Italian Association for Public Relations, with headquarters in Rome; the Society for the Increment of Public Relations, with main offices in Naples; and the Italian Institute for Public Relations, based in Milan. The first is by far the biggest, with some 260 dues-paying industrial and commer-

cial members. The three compete for memberships, but there are indications that they may federate.

These three organizations, of course, do not engage in public relations work as such, but occupy themselves principally with disseminating information concerning the potential benefits of the art and with trying to persuade individual firms into establishing departments. They organize seminars, conventions, and congresses, the most important of which were the International Congress at Stresa in October 1956, and the Convention in Rome in June of 1957. The published agenda for those meetings established the nature of the organizations and indicated their limitations.

Time wasted

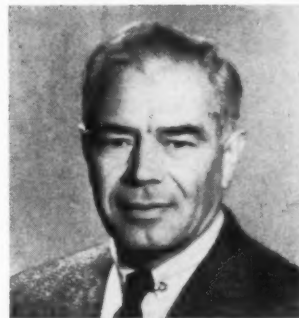
On examining the various papers and speeches delivered at the Stresa meeting, one is bound to conclude that too much time was spent in attempting to justify public relations as "an instrument of democratic economic progress" and as the "motive force of social progress" and too little time in attempting to define just how practitioners could: (1) assist Italian manufacturers and businessmen in developing the dollar market, (2) develop mutually beneficial labor-management relations within plants and (3) stimulate productivity.

The Rome conference, in all truth, disclosed a more realistic approach. Delegates discussed actual problems encountered in day to day relationships with business and industry, and some effort was made to get at the heart of things. A prominent Rome advertising man, with considerable training and experience, said, however, that in his opinion the conference only served "to dramatize the limited Italian understanding of public relations techniques and potentialities." Nevertheless he found the discussions useful. "In the long run," he said, "they serve to enlarge the area of understanding of public relations."

The most glaring misconception concerning public relations in Italy is that public relations and advertising are necessarily peas of the same pod. Advertising contracts here are frequently drawn with stipulations that

so many inches or pages of advertising automatically entitle the advertiser to a specific number of "free news stories" concerning the company's activities. The practice is so widespread that some newspapers actually peddle space in return for news stories. The idea that a firm can generate legitimate news, worthy of being published on its own merits, is not generally recognized.

A good many so-called public relations firms in Italy are really advertising agencies with new shingles and perhaps a new employee or two who will talk vaguely about public relations.



Mr. Gervasi

In recent years, Italy had made tremendous industrial and economic strides. It must be remembered, however, that Italian industry has tended always to be monopolistic and protectionist. I say that it has supported right-wing political elements which in turn have helped it maintain a position of privilege.

But then, Italian "Big Industry" found itself face to face with a fight for existence and the political developments of recent years have brought about a shift toward a less conservative approach. Thanks mostly to Italian participation in the organisms for economic and political cooperation of the Western Alliance, Italy, for the first time in its history, was obliged to meet the competition of more "evolved" European countries and of the United States.

Some companies found it necessary to regain the confidence of their workers: to tear a page out of American industrial history and to make them "partners," in a sense, in their

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various enterprises. They faced the problem of regaining the confidence of the public. They were obliged also to show that individually and collectively they wanted to identify themselves with the national interest.

But how to accomplish all this? One way was obvious: to create propaganda instruments capable of developing political and social programs. This is why, from 1950 onward, we suddenly find in Italy a burgeoning of organizations dedicated to "cooperation between workers and employers" and "for acquainting public opinion with the activities of big industry." Suddenly an Italy which had never thought about such things began talking about "public relations" and "human relations."

But a great confusion still persists about what public relations might be, mainly because Italian industry and business are politically involved, and are not really free and competitive, but merely want to appear so.

There have been no major changes in the basically monopolistic structure of Italian industry and commerce in recent years. What have changed are the methods and instruments to achieve the ends. An auto company understandably desires to prevent foreign auto manufacturers from competing with it in Italy. The same holds for a company in the chemical fields. Foreign firms should enter and work here only if they do not touch the vital interests of Italian firms, as many think. Unchanged, furthermore, is the objective entertained by a good many people of keeping the political and administrative apparatus of the State in the service of Big Industry. (Some, of course, may debate this conclusion.)

Which brings us back to the main difference between public relations as we understand it in the United States and as understood in Italy. Public relations, I think, should be dedicated to maintaining a mutually beneficial intimacy between a business or industry and its public.

This is not the objective of public relations as I understand it in Italy. Until certain fundamental changes occur, public relations will make little progress in this country, and the changes may take a long time. ●

The Care and Feeding of Bosses

By Earl Newsom

- The general subject assigned is "Considerations in Dealing with Public Opinion."

As you can testify, there are so many considerations constantly in our minds as we go about our daily chores, that it would take volumes to cover them properly. I have therefore chosen a segment of the general subject. It has to do with our relations with the managements we serve. If I were asked to give a title to my remarks, it might be "Considerations in Dealing with Managements," or perhaps "The Care and Feeding of Bosses."

I have chosen this piece of the problem for reasons which I will give you in the form of a syllogism:

Public confidence in the institu-

tions for which we work—whether the Air Force or a well-known corporation—depends in large part, of course, upon how expertly we report the decisions, actions and statements of the managements of these institutions—the bosses we serve. This is in itself an exacting task, requiring high professional competence.

Only half the story

But we know that this is only half the story. What people think about these institutions depends fundamentally upon the actions and statements of our bosses themselves as they may appear to affect the public interest. You and I cannot make any American institution look good if it acts badly.

We cannot, therefore, do our full duty in achieving public confidence in the institutions for which we work unless we can help our bosses to act wisely in matters affecting the public interest.

But our bosses will not turn to us for such help if they do not have confidence in our ability to help them!

I can shortcut this round-about syllogism in one sentence: We cannot do our full duty to the institutions we serve unless the bosses of these institutions feel the need for turning to us, among others in man-

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- *Speeches do not ordinarily lend themselves to the format of the JOURNAL. But in the present case, the author, widely known for many years as a public relations consultant, deals in some detail with a rather general problem which often perplexes the public relations man—whether he be in the employ of an organization or serves as a consultant. The Editors feel that this address by Mr. Newsom is germane to the interests of public relations people in every field.* ●

agement, when decisions important to the public interest are being taken.

A pertinent question

Just why and under what circumstances will our bosses tend to seek our point of view in the process of decision-making?

Well, in the first place, I assume that all of you know what is news and what is not news; that you are expert in the proper timing of reporting; that you are aware of the variety of techniques in our modern systems of communication for news and feature-reporting; that you are familiar with the requirements to be met as we consider each technique. Some of you may do these things better than others, but all of us profess competence in this area.

And it is an important area. It is the solid ground on which good craftsmanship rests. Furthermore, real expertness in this area will itself promote the boss's confidence in us—a feeling that we are good at what he may think we are supposed to do.

The trouble is that too often our bosses think that our job starts *after* decisions are made, and consists solely of going out and making people like what has been done.

Judgment is sound and helpful

Clearly, we must bring to the care and feeding of bosses far more than experienced craftsmanship in reporting. We need to have them feel that our point of view and judgment is sound and helpful in decisions on matters affecting the public interest.

Now how can such a happy working relationship be brought about?

On this question I can only remind you of some things that seem to me important after working for many good bosses during the past 25 years or so.

In the first place, we have to recognize that our point of view—yours and mine—is only one among many that have to be considered in the process of decision-making. It is not our job to run the institutions for which we work, and we should not thrash about and attempt to do so. That is the boss's job.

We can, however, be increasingly helpful to him if we try always to

bring to discussions on matters which worry him thoughtful and meticulous preparation and the point of view of objective, knowledgeable people—progressively aware of public trends and of the problems plaguing our fellow citizens; sharp in our judgments of what is news and what is not news—and why; a sure sense of those things that contribute to the long-term health of this Republic and those things with dangerous implications for all of us; quick to spot the thing that seems small but is in reality so significant in human relationships that its smallness can, by a kind of centrifugal force, fly out to catch the attention of millions of people.

Point of view differs

Second, we must constantly remember that the point of view we bring to these discussions is somewhat foreign to traditional patterns of American management.

In fact, to many of our team-mates we may seem—at first anyway—to be the odd ones in the family. They may be strangely uncomfortable in discussing important problems with us. They are used to thinking in tangible—what they are apt to call “practical”—terms. We tend to move in a world of ideas and human reactions and convictions and beliefs. Our bosses may give us credit for being bright, but carry around with them the feeling that our judgments should be checked by “sound” people.

Now our bosses, in time, come to share our point of view. They discover that an idea in the minds of a million fellow citizens can be just as tangible—and quite as practical—as a production schedule or an audited statement or a piece of machinery. But in the meantime, we have that painful feeling of looking at the same set of circumstances with an entirely different pair of glasses.

It is not strange that this should be so. The American economy is a highly competitive economy. And managements of private—as well as public—enterprises are accustomed to looking upon all matters affecting people and consumers in terms of promotion. Whether you call it “the hard sell” or “the soft sell,” managements in our modern economy

know that expanding the mass market for what they produce can make all the difference between profit and loss. Expansion of this market, they know, must be made in the teeth of expert competition focused upon the same dollars in the same consumers' pocketbooks.

We should not be surprised, then, if our bosses—who, after all, are smart enough to have become bosses—tend to look upon all matters of public opinion through promotional glasses. It should not shock us if they assume that our job is to be proficient in the art of “selling” millions of people that the institutions they head are altogether perfect and that they themselves are really not only exceptional human beings but nice



Mr. Newsom

and friendly ones—with their hearts in the right place.

On the other hand, you and I have had to learn to throw away our “promotion” glasses as we look at the world about us. We know that while our fellow citizens expect business enterprises to be promotionally competitive in the things they sell, these same promotional techniques—whether the soft sell or the hard sell—don't seem to work when we try to reveal the nature of our institutions as corporate citizens of this Republic.

The fact is that you and I move in what can only be described as a *political* world, and many of our associates at the decision-making table have become accustomed to living in a competitively *promotional* world.

Now the considerations in moving about in a political world are entirely

Continued on the Following Page

different from those essential to successful survival in a competitively promotional world. Our posture as we face events is entirely different.

We have learned the hard way that no institution can persuade people to like it—that, on the contrary, people resist this kind of self-serving persuasion as propaganda. We have learned that people as a whole judge our institutions by the way our bosses handle themselves when the spotlight of public attention is turned upon them—whether we invite the spotlight or whether it just happens by fate to fall upon them.

Now, as I have said, our bosses come in time to see all of this. They become used to looking through our glasses. They even become professionally adept in dealing gracefully with problems involving human attitudes and public opinion. This is the way it should be, because, after all, it is their job. We are only there to help them.

We must be patient

In the meantime, our job is to be patient. If we are, we learn a great deal about the other points of view, and our judgments are enriched thereby. Unfortunately, we too often become impatient and resort to preaching. And this only complicates the problem and ostracizes us from the decision-making round table.

Now if the problems on which our judgments can be most helpful are those involving the attitudes of large numbers of people, and therefore es-

entially political problems, then we naturally want to help our bosses to deal with such matters as statesmen—not as opportunistic politicians. For it is vital to the health and progress of this nation that people have confidence in the leadership of our free institutions.

My third reminder, therefore, is that we must always remember that there is a certain *cadence* in action and statement which statesmen adopt in their political art. This cadence, if you have studied it, is much less hasty and frenetic than the tempo of a competitive world. We learn to temper our instinct for action to the rise and fall of waves on a constantly turbulent sea. Big events do not develop quickly, but are like the ground swells of the ocean. The timing of what we do and say becomes a new art for us.

We cannot read history or observe the world about us without noting this cadence of statesmanship. It was a key to the wisdom of Abraham Lincoln and the war-time leadership of Winston Churchill.

Cadence of statesmanship

This cadence of statesmanship, as we deal with matters in which public opinion is involved, requires of you and me a certain discipline. We can help our bosses to avoid hasty, hot-headed reply when our institutions are criticized. We can help them to avoid public arguments. A battle of name-calling in the public press does not resolve issues and settle questions—it only creates public uncertainty and distrust of both parties.

My fourth reminder is that there is a *manner* of statesmanship, too, which must become second nature to us as we deal with these matters.

The language of promotion is pressured—high or low. It is insistent—often abrasive—sometimes blatant. The language of statesmanship is thoughtful, considerate, patient and understanding. It is not self-serving, because the language of statesmanship must reflect our basic desire to serve interests outside ourselves—the interests of the public good. So in the official statements of the institutions we serve, the manner in which they are made, the language in which

they are couched, should enable all people of all walks of life who have faith in this country to endorse them as their own.

If, as we voice our point of view day after day at the table of management decisions, we can enable our bosses and our associates to see what we see, if we can lead them to put on a different pair of glasses when we are considering matters of public opinion, we will have achieved a primary objective. We will have helped our bosses to become what they want to be—statesmen in an increasingly political world.

I have a fifth reminder if our goal is to lead our bosses to seek our point of view. That is that the problems that interest us are usually not simple ones, and we must learn to avoid preaching a simple generality as their solution.

Modern management is at the center of pressures on all sides—each in its own way legitimate. Our bosses must constantly be aware of the point of view of majority and minority stockholders, of employees, of competitors, of organized minority groups, of state and federal governments, of bankers and lawyers. The fact is that most judgments in this highly complicated, intensely competitive world must, in the end, be compromises between what it would be theoretically ideal to do and what it is practically possible to do under the circumstances.

This means, of course, that we cannot always expect to have our own way. It means something else, too, which I am sure you have learned from experience. That is, that often when we start from a feeling that we must persuade our bosses to agree with us, we end up by learning instead of teaching. And as this process goes on day after day, we gradually pick up a little wisdom, if we are not fools to start with. And as we learn a little wisdom, our presence at the table where decisions are made is sought.

For if we are to be true to ourselves in our jobs, we must forget ourselves and keep our eyes constantly strained to discern what is best for the institutions we serve and for the democracy of which we are a part. ●

• EARL NEWSOM has been Senior Partner of Earl Newsom & Company, New York public relations counsel, since the firm was established in 1935.

He was born in Iowa, served in the Naval Air Corps in the First World War, and graduated from Oberlin College in 1921. Two years of graduate work at Columbia University followed.

He is a Trustee of Oberlin College, Boston University, and the American Heritage Foundation, and has served on various advisory committees to agencies of Government, during the past 15 years. ●

Motivation Research In Public Relations

By Mackarness H. Goode

● In the advertising field, one motivation research organization alone claims to have helped agencies win nine major accounts by showing that the advertiser's customary selling appeals were psychologically off base. And dozens of big-budget advertising campaigns owe something to the psychic facts uncovered by this relatively new kind of investigation.

We in public relations have been slower than our advertising counterparts to employ motivation research as a working tool.

A trade journal has reported that the entire public relations strategy of a major industry was redirected when a study by Social Research, Inc., of Chicago, revealed that the public believes that large, strong companies are

essential to maintain our way of life. Abandoning their defensive "there's-nobody - here - but - us - competitors" theme, the companies in this industry were said to turn with good effect to dramatizing virtues of real importance to the man in the street.

But, generally, public relations people have preferred to rely on their intuitions and experience or to use older survey techniques.

This is not strange in view of some of the weird answers that the motivationists have brought in at times, and particularly in view of the conflicting results that rival research units have occasionally produced when assigned to the same problem.

A standard technique

Advertisers, often able to make a direct connection between promotional tactics and sales results, are gradually coming, however, to consider motivation research a standard technique.

Through a test in a direct mail promotion, for example, I once found that adding 23 words to an old letter soliciting consumer loans for a large bank made a measurable difference in the pulling power of the letter. Motivation research had established the fact that many persons needing to borrow are ashamed to. This was the sentence added:

If you have periods during the year when obligations pile up, you may find it wise to borrow temporarily, as business concerns do . . .

This single new assurance raised returns from the mailing so much that officials thought new mailing lists had been added.

I believe that public relations executives, who deal more than most in psychic facts, are inevitably going to make far wider use of this research as successful experience is gradually accumulated in our field. The acceptance of the research will be faster if those using it can keep from investing it with too much hocus-pocus on one hand and from reducing it to the I-ran-a-depth-interview-on-my-wife level on the other.

Unfortunate characteristics

Too many of the motivation reports of the past have been so loaded with sexual references, so lacking in humor and so clumsily phrased that they aroused resistance among practical businessmen. The conflict between the psychological pro and the layman was nicely summed up when a job candidate heard the results of a personality test he was required to take. Told that he lacked "social lubricity," the steadfast candidate replied, "What do they want me to do — get my personality Marfaked?"

There are other things more or less accidentally blocking acceptance of the research. We have all become so sophisticated that certain of the bigger psychological drives, like the desires for security and prestige, are hardly mentioned any more by the motivation research practitioners. This de-

Continued on the Following Page

emphasis of the more obvious motivations tends to increase the importance placed on the less familiar, even startling psychic facts.

The facts we're after

But the range of facts, when the results of a great many investigations are considered, is surprisingly narrow. As applied to public relations problems, most findings fall into only three simple categories—

- Peoples' memories
- Peoples' fears
- Peoples' sense of the appropriate

Peoples' memories

We all have our own examples of how a chance conversation can trigger memories that we have not considered for years. Recently the Smithsonian Institute published new testimony to the storage capacity of our memories. Patients undergoing brain surgery while under local anaesthetics in a Canadian operating room had mild electric currents applied to their brains. This small amount of extra energy caused a playback for the patients of old scenes in such vivid detail that they could even hear the

sounds of their own voices in the situations recalled.

Recognizing the presence of these stored memories and how they can be associated with people and things we see today, we have come a long way since the poet who wrote

I do not love thee, Dr. Fell.

The reason why I cannot tell . . .

Other things being equal, we are likely to suspect that Dr. Fell rouses some unpleasant association.

Peoples' fears

The second category, peoples' fears, is 50 per cent familiar to the worst amateur psychologist: perfectly practical fears like the suspicion that the new fertilizer will kill the grass and less rational ones roused by the forbidding, strange and formal, we all understand already. The other fears are considerably less thoroughly explored, and a good deal of the work of the motivationists has been concerned with this less obvious group of motives—the gnawing fears of being untrue to our ideals of ourselves.

People want so much to think of themselves as loyal, Dr. Ernest Dichter points out, that they sometimes don't even like to be disloyal to a brand of soap. They want so much to be practical that the Advertest Company found a rising proportion of motorists unwilling to let gas station operators put anti-freeze into their cars—many want to do that practical job themselves.

And, of course, people don't like to look foolish or strange in their relationships with others. Burleigh Gardner and Ira Glick demonstrated this in brilliant detail in their study of how raw migrant workers in Detroit used the *Detroit Free Press* as a daily bible for informing themselves as to how to act, dress, talk and think in their new environment.

Peoples' sense of the appropriate

The third category, peoples' sense of the appropriate, includes feelings about what is fitting not only for oneself but for others. While many of these motives are perfectly familiar, new ones are being revealed that have most interesting implications for public relations executives.

This sense of appropriateness, as I am calling it, is what keeps little old ladies and Baptist ministers from driving MG sport cars. Ladies and ministers alike recognize that this kind of automobile is out of character for them—and we would be surprised if they didn't.

Current motivation studies are showing, however, that this feeling about appropriateness has influence far beyond the selection of cars.

Pierre Martineau of the *Chicago Tribune* has shown time after time that people make strong distinctions between brands of gasoline, beer, and other virtually staple products on the basis of their supposed appropriateness to the personality of the purchaser. Since the products are nearly identical, the appropriateness must depend on either the image of the product created by the advertising or the public personality of the company making or selling it.

Sometimes companies may even have characteristics thrust upon them that push potential customers away. Elmo Roper found last year that, although the passengers on Greyhound buses were almost a perfect cross-section of our national population, many persons were refusing to go by bus because they firmly believed it was a bargain basement form of transportation. Research also indicated that fatigue, irritation and a measure of fear were associated with travel by automobile. As a consequence, the company put heavy emphasis in its advertising and public relations programs on the single idea of letting the bus company take care of driving worries. Sales in the first half of 1957 rose \$13 million over the same six months in 1956 to a record high of \$120 million.

If memories, fears and feelings of appropriateness furnish most of the motives that this kind of research is seeking to uncover, the next question is, do the methods used give reasonable assurance that the research can find what it sets out to?

Three techniques

While it is ordinarily possible to check accurately on what people do,


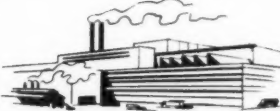
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• MACKARNES H. GOODE has been in close touch with motivation research since its introduction in the advertising field nearly a decade ago. From 1948-1952, following Wesleyan University, Harvard and various promotional assignments in New York, the author had the opportunity to observe psychological depth techniques in use with thousands of young people as he supervised the nationwide Examinations for Advertising conducted by the American Association of Advertising Agencies. At that time, also, many of the first formal demonstrations of the work of the motivation research firms were being made through the A.A.A.A.


Now an account executive and member of the Executive Committee of Farley Manning Associates, he has done extensive writing in the public relations and advertising fields and is a frequent contributor to the merchandising, retailing and business magazines. •

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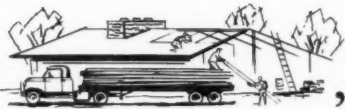
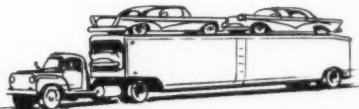
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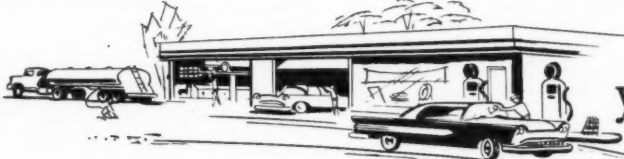
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, the wheels that help the farmer

raise his crops , that get these crops

to market , the wheels that build your

home , that deliver 

and serve  your car, that go

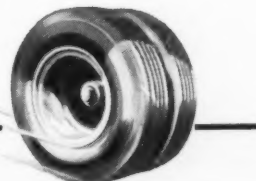
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AMERICAN TRUCKING INDUSTRY

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THE WHEELS THAT GO EVERYWHERE



FEBRUARY 1958 11

most public relations executives know from sad experience that any research that asks people to give an account of their reasons for doing it is heading into trouble. As others have pointed out, people will not only lie to put themselves into the best possible light in answering questions but will habitually do so. And when they finish painting themselves as paragons with the noblest aims and most expensive tastes, they are then ready to try to give the interviewer the answer that he personally seems to want!

Motivation research dives into this sea in pursuit of an understanding of behaviour that may be deeper than the respondent himself has. And, according to George H. Smith's careful study for the Advertising Research Foundation, motivation probing has been at its best when things have been most difficult—when respondents are purposely disguising their thoughts or even shifting in the attitudes being studied.

The two commonest methods of investigation are both based on the fact that our trains of thought carry only ideas that have some relationship to each other. As Dr. Saul Gellerman, psychological director of the Personnel Laboratory, points out, "There is no such thing in a healthy mind as a disconnected thought process—or an isolated thought."

The first and most widely known method of utilizing trains of thought to pull forth concealed ideas is the depth interview in which the respondent is encouraged to talk freely about the subject being investigated, saying anything that comes into his head. When matched with similar answers from other people, the interview material often begins to show a pattern: certain reactions, often apparently tentative or haphazard, are repeated by the different respondents. The motivation experts believe that they can see truth emerging in a relatively small number of interviews.

When head-on questions are not practicable, a more indirect approach may be taken. The respondent is asked what he thinks someone else would do in certain circumstances, or he is asked questions that have so little apparent purpose that he is free to go in almost any direction in answering.

Mason Haire used this technique to get the real reason why Nescafe instant coffee was not being bought by housewives who claimed to dislike the flavor. He gave 50 women a 7-item shopping list which included Nescafe and asked them to write a description of the personality and character of the shopper who would have made up such a list. Another 50 women received a list the same in every respect except that in place of "Nescafe" the words "1 lb. Maxwell House coffee (drip grind)" were written. The supposed maker of the drip grind list was generally praised, but the hypothetical Nescafe shopper was repeatedly rated as a spendthrift, poor planner and poor wife! As found in other studies on foods, women still apparently carry ideals of craftsmanship in cooking that require at least a little individualized effort on the woman's part.

Masked approach

A similarly masked approach is the use of sketches showing people in labor relations, purchasing, domestic or other situations. Persons interviewed are asked to write captions for the scenes pictured or to fill in comic strip conversational balloons. One single-panel cartoon showed a man bounding up the steps of his house to his wife while telling her that he is starting to smoke cigars. A balloon left vacant for the woman's response drew violent reactions from members of a sex that has been pictured as devoted to the spectacle of a man smoking a good cigar.

A third technique, and one not as frequently used as the others, is to ask the respondent to describe his actions in a given situation. In an effort to evaluate company standing in a community, for example, new employees might be asked to recount in detail everything that they did and said at the time that they decided to apply for their jobs.

All three of these research approaches use questions designed to harness the human being's desire to talk about himself and direct it into an area where it can produce the information wanted. If the technique is successful, the respondent, knowingly or unknowingly, reveals many of his

real feelings about the question under investigation.

So much for the subject matter and methods of motivation research. How practical is it for public relations problems today?

Motives of varying effectiveness

To begin with, caution is needed in appraising the motives turned up. In a large group of people there may be many motives present for the same action. Some are there but do not have much power to cause action. Others may be canceled out by opposing forces.

And although I have never seen a formal tabulation of all motivations discovered, the indications are that



Mr. Goode

one out of every two is a restraining influence rather than a positive force. That is, many basic motivations simply put a brake on other desires as the shame about borrowing money mentioned earlier inhibited the desire to take out bank loans.

In spite of the need for caution in appraising results, I believe motivation research has particular promise in the public relations field. Practitioners in our industry have few of the statistical aids and widely accepted conventions which guide advertising strategy. Dealing almost exclusively in what psychologists might call "unstructured situations," public relations men have to rely heavily on their own knowledge, intuitions and judgment. This strengthens the mature practitioner and should make him a better-than-average performer in analyzing motives himself. However, there are situations so complex that research conducted according to scientific procedures can unearth facts that would be discovered in no other way.

One of the great possibilities of motivation research is its use as a sort of booster for other research. Unearthing new ideas and questions, it can furnish leads for other types of investigation not previously contemplated. And creative people, although plentifully endowed with their own thoughts and inspirations, find useful and startling clues in this research. Reacting to its results, or even away from them, these people get a fresh stimulus.

Cost of the research

Since motivation work is apt to require lengthy interviews and skilled analysis, it is not a cheap method of finding facts or developing ideas.

The French marketing consultant, Louis Adam, to cite an extreme case, has spent upwards of 40 hours interviewing each individual in his sample. No commercial psychologist in this country that I know of has equivalent ambitions, but these interviews do take time and care. Costs, in consequence, range from a few hundred dollars for a very simple study to \$25,000 and up.

A considerable amount of money can be saved in not researching the obvious. If everyone knows that automobile drivers hate to run over children in front of policemen, there is no use in researching the feeling to make it official. This sounds elementary, but projects in the past have fallen with a resounding thud into this kind of error.

Cost of projects undertaken can be shaded somewhat because smaller samplings can often be used than required in other kinds of research. Interviews with only a few dozen of the right people would probably be enough to indicate what a majority of customers feel about a store, although it might be necessary to count hundreds of persons to establish some such fact as the traffic patterns in the same store.

At present, the simplest rule of thumb for employing research in this field is to consider it in the light in which a doctor would view an expensive wonder drug that has not yet had all its effect explored. When there is an important and difficult job to be done, that is the time motivation re-



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search can most profitably be prescribed.

Future directions

Public relations men could push on to immediate gains in this field by finding ways to apply the research to questions in limited geographical areas such as plant cities. Policy for community or employee relations in a single locality can be advanced, as many public relations executives are

aware, by developing means of making inexpensive local surveys.

In my opinion group interviews hold special promise in this field. John Gunther is said to have used this technique brilliantly when gathering data for *Inside U.S.A.* The Chinese Communists have used almost exactly the same procedure to isolate prisoners psychologically from one another and to smash resistance among their

Continued on the Following Page

"This book is the best I have read of the role and rationale of corporate public relations." — PAUL W. CHERINGTON, Harvard University.



Corporate Public Relations

By John W. Hill

*Chairman of the Board,
Hill and Knowlton, Inc.*

Mr. Hill draws upon a background of thirty years in the field to spell out the principles and methods that underlie sound public relations practice for the business corporation today. As he points out—"the last twenty years have proved beyond room for argument the power of the public to determine what 'real' values are. No power in America can define value or calculate a profit without the consent of the people."

How management should take account of this fact is the heart of the book.

"... presents some new and provocative ideas ... and clearly shows the interdependence of sound policies and good public relations." — DONALD W. DOUGLAS, Chairman and President, Douglas Aircraft Co., Inc.

"John Hill's book sheds much light and presents much sound advice ... It is in every respect a first-class job." — HAROLD BRAYMAN, Director, Public Relations Department, E. I. duPont de Nemours & Company.

"The author has rendered an outstanding service in putting one of the most controversial activities of our day in its proper perspective." — ARTHUR S. FLEMING, President, Ohio Wesleyan University.

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own nationals. Ironically, doctors in American institutions, pressed by a lack of psychiatric personnel, have turned to the same method to help their patients.

Gunther's approach, according to George Horsley Smith, was to bring the leaders of a community together and throw out the question "Who runs this town?" The Communists ask for confessions of deviation from party principles, and the doctors turn their questions to attitudes and anxieties.

Psychological mechanism

In all these situations the psychological mechanism is the same. Sooner or later one person makes an unusually bold or frank statement. No one checks him. Another man speaks out, and the group begins to voice things that no one has dared say before.

The Communists give this a sinister twist by getting their victims to inform against one another. Vance Packard, in *The Hidden Persuaders*, appears partially convinced that Madison Avenue is already mixed up in an American form of brain-washing. Without doing anything that would alarm Mr. Packard, we can certainly heighten our efforts to learn what our local publics think, and this group method, properly developed, is one inexpensive way of obtaining new insights speedily and inexpensively.

In the more distant future we can expect to see, first of all, an accumulation of a body of knowledge of motives that will reduce the need for testing. Libraries of cases will bring us close to the answers of many of the problems of 1967 without the need for additional research.

Methods will improve

Methods, too, will be considerably improved. Since 1950, the psychologists have been rapidly developing new techniques and those having the most promise are being retained and strengthened.

There will probably always have to be some compromise between thoroughness in probing the responses of individuals and coverage of a sufficient number of cases to provide adequate statistical information.

National studies usually require fairly big samples to be representative, and where there are a variety of motives involved, a considerable number of cases is again needed to permit sure identification of the predominant motives.

Research people, however, are beginning to find ways of working questions that encourage some projection of motives into their nation-wide cross-sections. As this is done with increasing effectiveness, motivation research will gain correspondingly as a tool. And public relations practice will be stronger for it. ●

"But what do the American people mean by 'free enterprise'? ... I think that it is quite clear, on the whole, what the people have in mind when they use the term. It does not exclude government regulation or government limitation of business; but it sees the function of government in setting the frame within which business is to be conducted rather than in running business enterprises. It does not, however, exclude government management or government ownership of natural monopolies or of industries producing exclusively for national use such as armament plants ...

"But public enterprise is seen not as the rule but as an exception that needs special justification and special safeguards. And outside of this limited sphere of public enterprise, business, according to the American tenet of free enterprise as popularly understood today, is to be in the hands of men who are neither appointed by the political authorities nor responsible to any political agency other than courts of law. And the productive resources of the country are to be owned privately."

Peter F. Drucker, *CONCEPT OF THE CORPORATION*
The John Day Company, New York, 1946, p. 3

CHALLENGES FOR BUSINESS STATESMEN

By J. Stanford Smith

● Probably the most important shortcoming of public relations practitioners today is a tendency to limit their efforts to publicizing the "nice" things about their companies while sweeping under the rug the crucial issues that determine their companies' ability to prosper and grow in size through service to the American people.

Public relations men are not alone in this failing. It is all too common among businessmen generally. So while this paper is specifically directed to public relations men and to four important challenges I believe they face, the challenges should be of equal concern to all businessmen.

Most broadly stated, these four challenges may be wrapped into the single one of rejecting the advice the mother whale gave her daughter: "Remember, dear, they can't harpoon you except when you're blowing."

This advice is dangerous. Harpoons or not, businessmen must take sides in the great debates of the day if they are to measure up to their responsibilities.

"Ancient art of glozing"

Our job is to abandon what has been described as the "ancient art of glozing"—of trafficking in hazy and inadequate concepts instead of facing up to the task of discovering our problems and organizing our resources to overcome them. A superstition among some primitive peoples is belief in an

"evil eye" that can cast a spell of doom. But the superstition also says that if you don't look at the "evil eye," it will have no power over you. So the trick is never to look at it and you'll live happily forever and ever. If only this were true!

Our broadest challenge, then, is to face up to the evil-eye problems courageously.

Within this broad challenge lie the four more specific challenges to businessmen:

1. Developing understanding of common interests

To paraphrase an old cliché, "business isn't a bad fellow when you get to know it." Yet a daily source of wonderment is how few people, including many businessmen, do seem to know what business is all about. For instance, the idea remains current that business is a narrow, special interest dedicated to bettering the lot of a few owners at the expense of everybody else. It's still widely believed that profits serve only share-owners. The notion is still abroad that what's good for business is somehow bad for people, that the general welfare varies inversely with the welfare of business.

All this is nonsense—dangerous nonsense. In the first place, it is totally wrong to think of the owners of business as only a few people. Nearly ten million citizens now own shares in American corporations directly, and over 100 million more own them indirectly through mutual funds, insur-

ance and savings accounts. Millions more are served by charities, churches, colleges, and other organizations which own corporate shares.

Needless to say, there's no stereotype of the average share owner, either. It takes all kinds. Last June, General Electric received a letter from the warden of a state prison in the South. "We hold," the warden wrote, "a certificate of 30 shares General Electric Company issued to" so-and-so, "who is an escaped life term from this institution."

"We note that dividend checks have not been coming in to him at this address, and would appreciate you advising us whether these dividends have been received . . . at any other address."

At this writing, this share owner—an atypical one—remains at large.

Recently a major airline announced it has been forced to defer purchase of ten jet airliners because of inadequate profits. Who's the victim? The share owners for one. But what of the customers who won't get faster, smoother air travel? What about employees and would-be employees who won't see the business expand? What of the suppliers to the airline—the manufacturers of jet planes and their thousands of suppliers—and the owners and employees of these firms? What about our overall economy, whose dynamism comes from profitable innovation?

When the business climate of a community deteriorates to the point that businesses are forced to leave or

Continued on the Following Page

face bankruptcy, who loses? In such cases the price of inadequate profits is surely paid by everyone in town—employees and doctors, druggists and newsboys, owners and suppliers.

In this complex competitive economy, no business can long survive except as it serves the wants of its customers, and in that process serves its owners, employees, suppliers, distributors and dealers, and all others affected by its operations.

Yet, even at this late date, too many businessmen do not fully understand, and thus cannot interpret, the mutuality of interests of all involved in a business enterprise—to meet the challenge of gaining understanding that the welfare of business is inextricably tied to the welfare of all the people.

2. Building a better business climate

A business, whatever its nature, can no more readily prosper in an unhealthy climate than a child in a slum. Each needs not only understanding, but an environment conducive to growth and the fulfillment of its mission. So a second challenge, flowing from the first, is to convert improved understanding of the role of business into constructive action.

This is a community relations job, of course. But it is community relations in its broadest and soundest sense—involving far more than trying to keep down smoke from your plant or conducting plant tours—important as such activities are. It requires first determining the legitimate needs of the community, and of business as a

citizen in the community, and then helping organize business and community resources so as to develop the type of climate that will be productive of good results for everyone.

The needs of business and of the community are for the most part just the same. Good schools are an obvious need for any community. But so are they for a business. Traffic snarls affect the one as they do the other. Each needs even-handed law enforcement. While unfair corporate taxes may harm the businesses in a community first, ultimately the community that levies them will also suffer.

Fortunately, there's nothing vague or abstruse about the task of building a better business climate. The first step is to make a searching business climate inventory. General Electric is using an appraisal form made up of 184 items our managers feel are important. Any company or community can get information from the U.S. Chamber of Commerce on how to develop similar approaches. A realistic approach by industry to business climate problems is already yielding important results that benefit all citizens.

For instance, in New York State last year, a government official ruled in effect that employees of plants which closed for vacations could draw unemployment compensation even if they also got vacation pay. Businessmen throughout the state quickly sought and won public understanding of the absurdity of the ruling and of its unfavorable impact on the ability of business to carry on successfully in New York State. The result of carrying the story to the public was that the ruling was in effect reversed by a so-called clarification.

Good schools are no less important to the business climate than intelligent administration of sound unemployment compensation laws. In many communities, business managers have put strong efforts into developing understanding of the need for better education.

In DeKalb, Illinois, a General Electric department took full-page advertisements to endorse a proposed new school building program for the community. In the largest turnout in DeKalb's school election history, the program was approved almost four to



Mr. Smith

one, while similar programs were being defeated in neighboring cities.

In California this past winter, business leaders won understanding of state legislators of the need for a healthy business climate throughout the state. The result was unanimous passage of Concurrent Resolution No. 26, "relative to the business climate in California." It puts the legislature on record as convinced that "it will be critically important for California to continue to maintain and improve its business climate."

These are no isolated instances. They are just samples of practical examples of what businessmen can and are doing to meet the challenge of trying to build a better business climate for the benefit of everyone.

3. Developing political effectiveness

Fifty-five years ago, the ardent conservative Henry Cabot Lodge wrote a letter to Theodore Roosevelt delivering some of his ideas of the moment. Among the ideas in Mr. Lodge's letter was this:

"The businessman dealing with a large political question is really a painful sight. It does seem to me that businessmen, with a few exceptions, are worse when they come to deal with politics than men of any other class."

Today, I fear the situation is no better. Many businessmen are a painful sight even when dealing with small political questions. So the third major challenge is that of deserving and achieving political competence.

Whatever may once have been the case, it is clear today that the workings of government, the operations of

• J. STANFORD SMITH is Manager of Public and Employee Relations Communication Operation for the General Electric Company, with headquarters in New York City. He was appointed to that post July 1, 1956.

Mr. Smith is responsible for the company's broad communications programs through company publications, institutional advertising, and publicity in mass-audience and key-publics communications media such as newspapers, magazines, radio, television, stage shows and movies. •

business, and the general well-being are so intricately bound together that the businessman who says politics is for the other fellows is abdicating a major responsibility. In these days when people so often seek political solutions to their social and economic problems, no businessmen can sensibly ignore the candid statement by George Meany, the president of the AFL-CIO:

"The scene of battle is no longer the company plant and the picket line. It has moved into the legislative halls of Congress and the state legislatures."

Whatever we might like to be the case, we are forced to recognize that the businessman is sadly mistaken who thinks that making and selling good products at fair prices is fulfilling his whole responsibility.

Challenge of political effectiveness

The challenge of political effectiveness demands first a determination of what political solutions are, in fact, in the public interest, and then positive measures to assure that businessmen's ideas and proposed solutions get at least a hearing. For too long, in the area of public affairs, businessmen have been exponents of the buttoned lip. While we have vigorously subjected our products to the rigorous tests of the economic marketplace, we have withheld from the marketplace our political ideas. This boycott of the ideological forum has impeded the workings of a democracy which rests on confidence in the ability of an informed electorate to arrive at sound judgments on public questions.

This is no challenge to take over government and run it for the special advantage of business. To the extent that businessmen or farmers, labor officials or lawyers or any other group can get the power to run the government in their special interest, democracy has failed. Nor is this a call to action, or reaction, to undo the great social progress that has accompanied the great economic progress of the decades past. It is a call to correct misinformation and to supply con-

structive ideas where now there is too often a vacuum.

4. Assisting self-realization

The way people view their lives, their jobs, and their opportunities is a matter of compelling importance, and businessmen have a particular responsibility to clear and keep clear the channels of opportunity for all their employees — and then to help them see and seize their chances for rewarding self-development.

From every quarter, we hear claims that this is an age of conformity. We are told that mass methods, mass advertising, and mass communication are destroying individuality and reducing us all to mere statistics. We are told that business sacrifices the individual to the system. A former Senator charged recently that "business is doing just what it used to accuse the New Deal of doing—it is trying to destroy individualism in favor of regimentation and authority."

It would be foolish to argue that there are no pressures for conformity,

or to attempt fully to defend them. In some fields they may be greater today than yesterday, but there appears no pressure for conformity which can compete with the Victorian propriety of America's small communities before the automotive revolution.

On a radio program one evening, some authors and commentators were trying to extract from the poet Robert Frost some indictment of what they termed "the increasing pressure of conformity" in this country.

"I don't feel that pressure," said Mr. Frost. "I think we're the freest people that ever were free."



Opportunities greater

What should be of most concern to businessmen is this: in this age the opportunities for individual self-development are greater than they've ever been before. Never before in history have people had the chance they have today to develop and contribute to society the very best that's in them. Never before have men had so great

Continued on the Following Page

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The fourth challenge, then, is that of converting to reality today's unprecedented opportunities for individual self-realization.

Professional managing that leads by inspiration, rather than domination, provides the key to unleashing the tremendous latent powers of the individuals with whom we work. It can help to give increased meaning to life. It can help make work a value in itself—not just a means—as an economic ordeal—to achieve some goal outside the job.

Business managers, whether of large or small organizations, face the task of creating both the atmosphere and the practical conditions that will most effectively draw forth all the initiative, resourcefulness, skill, and ingenuity in each individual.

Full recognition of individual entirely possible

It is entirely possible to have full recognition of the individual without impairing the teamwork which is so necessary in a business enterprise. In the years ahead, as business managers strive to meet people's demands for ever more effective performance, fine teamwork will become increasingly important. There must be an atmosphere conducive to both outstanding individual performance and outstanding team play. As any sportsman knows, the two need not be at war. A great baseball team achieves its glory not because of its individual stars or its great teamwork, but because of both.

These four challenges, of developing public understanding, building a better business climate, becoming politically effective, and providing opportunities for self-realization, do not represent fringe activities. They concern issues that are crucial to the ability of businessmen to meet the growing demands of people upon us. How well we meet them will therefore affect the progress of our nation, our companies, and each of us as individual participants in an exciting adventure. ●

The Mass Market for Publicity Features

By Ronald N. Levy

● A publicity travel story with photos recently appeared in a religious magazine. A big labor journal devoted four pages to a feature on how TV sets are "torture tested"—product publicity. Corporate publicity appeared in the magazine of a midwest athletic club, recipes in a college newspaper, an office efficiency feature on page one of a daily newspaper for Chicago attorneys.

Freak placements?

Hardly. These publications are drops in an expanding bucket of impressive capacity that may well be called the "mass market" for publicity feature stories. The placements reflect an increased awareness on the part of practitioners that the market for features is far bigger than that represented by daily newspapers and major magazines alone.

Items:

- Over 3,500 house organs now regularly publish publicity feature stories in conjunction with glossy prints.
- Some editors receive more than 2,000 mat releases a year from practitioners seeking to communicate through the small-newspaper segment of the mass market for features.
- Total one-issue circulation of all

print-media in the U. S. exceeds 500 million—nine times that of daily newspapers alone.

- Publicity features are published by more than 13,000 editors in all.

There's no mystery about these 13,000; most of their publications have long been listed in directories. But only during the last few years has it become clear that these editors publish stories of "non-specific" interest—stories not directly related to a publication's principal field of interest. A good story on car care, many in the automotive field have found, may be as interesting to the *Monument Builders News*, the *New York State Lion* and the *Polish Daily Zgoda* as it is to automotive editors on dailies.

Seven year study offers insights

Though the mass market is winning increased recognition as an entity, its structure and characteristics have never been set forth in print. In these respects, the results of a seven year study offer some insights.

Of the 1,761 daily newspapers published in the U. S., only about 635 make any regular use of non-local publicity features with glossy prints. (I exclude here users of mat releases and dailies using features that have a

local angle.) On the whole, these are the largest of the dailies, and they controlled—at last count—82 per cent of all daily newspaper circulation. (Average for the 1,761: 57,-101,510 daily.)

On these 635 dailies, there are a shade over 2,000 editors with authority to publish a feature. The women's editors, feature editors, business editors, Sunday editors—these are just a few of the obvious ones. One of the biggest feature users on the *New Orleans Item* is the Managing Editor. On the *Baltimore Sun*, for a long time, it was the Executive Editor. On the *New York Times* a reserve editor may prove a good man to know. The *Chicago Tribune's* Assistant Magazine Editor uses many features. And on quite a number of other fine dailies, features are run by people with no title at all!

"Off beat" users

The "off beat" users are more numerous than one might expect. Very often, for example, when a women's-interest feature is made available to all 2,000 editors, more than half the placements come from editors outside the women's department. An even higher proportion of business and industrial features are run by non-business editors.

The second major category of feature users is made up of house organs. Two years ago there were 8,000 house organs in this country with a one-issue circulation of 110 million. Today there are 9,000, circulation is up over the 125 million mark (double the one-issue circulation of dailies), and the space devoted to publicity features is increasing rapidly.

Among the 3,500 house organs that publish publicity features regularly, it is rare that a story gets less than a full page. Facing pages or a page and a jump are not unusual. And the effect of the big space—an illusion of importance—is enhanced by the small size of house organs; nearly all have fewer than 32 pages, and 12 to 16 pages is more typical. Thus, unlike a placement on an inside page of a daily newspaper, a story in a house organ usually means at least one reader for each unit of

circulation. Another characteristic, peculiar to house organs: that reader is employed.

Syndicated house organs growing

Relatively new, but growing fast, are syndicated house organs. One such magazine is mailed to depositors by savings and loan associations in more than 150 cities. Another syndicate is close behind, and still others are moving up rapidly. In each case the magazine is the same; the name of the local distributing company is stamped or printed on the cover. These syndicated magazines are largely or entirely composed of publicity feature stories.

The third category of feature users—in addition to dailies and house organs—is magazines. Obviously included here are the big books: *LIFE*, *LOOK*, *Reader's Digest*, the leading shelter publications, etc. But important as they are, these major publications make up only a fraction of the magazine market for features.

There are, for example, hundreds of religious publications that publish quite a bit of material without the slightest bearing on religion. *The Catholic Miss of America*, with 100,000 circulation, regularly runs food and fashion stories. *Extension Magazine* (474,000 circulation) ran a luggage company's story on how to pack a suitcase. *Padre* gave an airline travel story facing pages (between stories headed "Blessed are the Meek" and "Count Your Blessings").

At least three characteristics of religious publications are worth noting. First, perhaps it can be said that no other media category offers as much impact and credibility. External features appear side by side with the Gospel.

Second, like many other editors in the mass market, editors of religious publications are quite unsophisticated to publicity. If a story mentions a brand of aspirin or a company's contribution to society repeatedly—well, that's what the story is about. Besides, there are no advertisers in most religious publications; if a story plugs a product or company, no advertiser is likely to take umbrage.

A final interesting characteristic of

religious publications is that it is extremely difficult to get broad circulation for a story of religious interest. Each of these editors, apparently, feels quite competent to write all the religious stories he needs; it's in the area of general interest features that he welcomes help.

Labor journals

Another big segment of the magazine market for publicity features is made up of labor journals. Hundreds use features and there are big ones in almost every major market.

The *Retail Clerks Advocate*, for example, recently gave 300,000 circulation to a story on vanilla. The *Railway Carmen's Journal* gave 168,000 to a feature on "Breakfast Around the World." The *International Molders' and Foundry Workers' Journal* may sound obscure, but in a handsome 80-page issue it told its 50,000 readers about the "torture tests" a manufacturer makes before releasing TV sets for sale. Ever hear of *The Carpenter* magazine? It ran five pages on airpower—publicity supporting a TV show. 500,000 circulation.

Of all major media categories, labor journals are probably the least well recorded by the directories. Another characteristic of the labor journal segment is that—like many other special-interest magazines—labor publications often have the status of "our magazine," a publication for members of the in-group, something that can be trusted.

Farm publications are also important—and more than 100 regularly publish features with no direct bearing on farming. Then there are college and educational magazines... motorist-interest magazines and papers... fraternal magazines... social club and business association publications... foreign language and Negro periodicals... Canadian magazines... city and hotel magazines (like *Roanoke Radius* or *New Haven Info*)... regional and secondary women's-interest books... newspapers and magazines serving Americans overseas... hundreds of other magazines that can only be classified

Continued on the Following Page

as "miscellaneous" — *While You Wait*, for example, a colorful and skillfully executed magazine that circulates to 100,000 barbershops!

To complete the list add 1,500 management and trade publications that also publish non-specific publicity feature stories: i.e., features with no direct relationship to the trade or profession concerned.

According to the *Statistical Abstract of the United States*, magazines in this country have a circulation of 384 million—more one-issue circulation than weekly newspapers, daily newspapers and house organs combined. A newsstand near the New York Public Library is plastered with magazines—on shelves, on the walls, hanging from the roof. There must be 200 covers showing. And for every cover there are 15 magazines (in addition to trade publications) that regularly publish publicity features. And magazines comprise, in numbers, only 30 per cent of the glossy print segment of the mass market for features.

The mass market

This, then, is the mass market: 2,700 editors of weekly and small daily newspapers; 2,000 editors on the top 635 dailies; 3,500 house organs; 3,000 magazines; and 1,500 trade publications. Especially true of the 8,000 non-newspapers, target of much less publicity than the dailies and weeklies: space is abundant, credits are rarely deleted, impact and credibility are often added by the "our magazine" status.

So—how can a publicist reach all 13,000 editors with his stories?

Reaching the 2,700 mat users is

● RONALD N. LEVY who is editor of *Central Feature News*, New York, has placed publicity with publications throughout the country and has worked with scores of public relations counselors, advertising agencies and companies. Before entering the field of publicity marketing, Mr. Levy had his own business. He later served in the public information office at Governors Island, N. Y. Mr. Levy was graduated from the University of Pennsylvania. ●

easy; at least nine publicity distribution syndicates are eager to serve you. Once you prepare the copy and illustrations, the syndicate performs all production and mailing functions — and even rounds up the clippings for you.

If it's the 10,300 glossy print users you are after, still another syndicate will send each editor a precis of your story, then send you the names and addresses of those who want to publish it.

After checking it, if you conclude that you can do the job for less than the syndicates charge, why not take a crack at it? Nearly all the names are listed in one directory or another.

By comparing the results of more than 1,700 stories released through the precis syndicate, one may draw scores of conclusions about the kinds of stories editors—as a group—prefer. By testing the conclusions, then boiling them down (admittedly, to a point of oversimplification) one comes up with three story characteristics—three ingredients—which the mass market seems to relish.

The "you-angle"

First, there is the "you-angle." Stories with which the reader can identify himself — how-to stories, stories about *your* future, histories of products *you* use, stories about research projects that affect *your* life—average 2.4 times as much circulation in the mass market as stories lacking this tie to the reader.

Second ingredient: breadth of scope. A story on "What You Should Know About French Champagne," though it has a "you-angle," might not fare too well in the mass market. Not enough people—perhaps fewer than 10 per cent—are interested in French champagne.

So before release to the mass market, the champagne story was given this lead: "Whether you're a gay *bon vivant* or a quiet home body, there comes a time in your life when you want to celebrate."

The final ingredient to consider is house organ appeal. The great majority of the 3,500 house organ editors who publish features have a common point of view: Manage-



Mr. Levy

ment's. Give these editors a story that helps employees—something to make them safer, more loyal, more efficient.

"How to Tan Your Hide," for example, released to the mass market by the manufacturer of a suntan lotion, helps employees practice "sun sanity"—and avoid missing work because of sunburn.

Or consider the story, "You—Executive Caliber?" (released by a manufacturer of dictating machines). Want to rise to the heights of Management? Become a big shot in your company and among your friends? Ten rules will help: know your job; look for better methods; seek out responsibility; etc. What more could a house organ editor ask?

It should not be inferred that these stories, so popular among house organ editors, are limited in circulation to house organs. The "Executive Caliber" story was played, for example, with an eight-column head and a two-column drop to the bottom of the second front by the *Boston Traveler*. Plenty of magazines took it, too.

There's more to be said of the mass market: timing, credit techniques, story length, editor relations. But these areas can only be covered—with any brevity—in terms of specific publicity objectives. Also, there is probably much that remains to be learned.

But interest and study are progressing. For like a black sky filled with stars, the mass market for publicity feature stories is winning increasing recognition as an old yet new world offering substantial rewards to those with the initiative to explore it. ●

Books In Review

CORPORATE PUBLIC RELATIONS, ARM OF MODERN MANAGEMENT, by John W. Hill, Chairman of the Board, Hill and Knowlton, Inc., Harper & Brothers Publishers, New York, 1957. \$3.50

Reviewed by Harold Brayman

● In this volume, John W. Hill has written the best book yet done on the general subject of corporate public relations. It ought to be "must" reading for every executive who conscientiously wants to do his best for the long-term future interests of his company.

The major problems of the larger businesses in America today classify very heavily as public or external problems rather than private or internal ones. These are also the most difficult to handle and the ones in which the average businessman, trained basically in the technology of his own business, has the least background and experience to apply. John Hill's book sheds much light and presents much sound advice in this area. It is in every respect a first-class job.

This book will be important to the public relations profession, but enormously more so to the business executive. It starts off with an explanation of why it is necessary for corporate business to devote some care and planning to the development of a favorable public opinion. The book demonstrates at the outset, in a few pages of excellent writing, that public opinion, via government, has taken control over such political power that economic decisions of vast importance to every corporate enterprise are now being taken, not by the economic leadership of the business, but by the political actions of the public.

Mr. Hill declares that "to denounce this as socialism gets the observer nowhere," and points out that the true survival under these circumstances lies in learning the nature of and adapting to the social and economic sea in which the corporate entity must swim. It is only by that means that corporate success can be achieved, he points out in the following very cogent comment:

"The extraordinary powers of economic value-making which people have delegated to their lawmakers now make

all economic planning incomplete—until the public opinion that now controls dollar values is taken into account.

"The people's representatives are today well aware of their power literally to make or break an enterprise or an industry by use of this regulation or that; by letting dollar credits flow cheaply and abundantly in one direction—into building, for instance—and less readily elsewhere; by offering subsidies in various forms or withholding them. In such ways the Congress learned long ago how it could make a given kind of enterprise flourish or stand waiting with hat in hand.

"Government could even force on industry wage increases that were deemed uneconomic by management. Political representatives could decide, in thousands of ways, what was allowable and what not, in calculating a profit. Is advertising an allowable deduction, for instance, if used by a utility to oppose proposed controls or to advocate rate increases? Is the cost of lobbying deductible? Why isn't the real cost of replacing obsolescent equipment at today's inflated prices deductible?

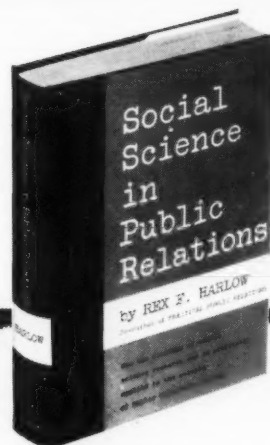
"Does it make economic sense to tax the profit earned by a corporation and then tax it again when it is distributed as dividends to stockholders—thus reducing the distributed profit-dollar to a tiny fraction of its original worth?"

"... These profits can be wiped out by apparently intangible thought as readily as they are created. They are always being either added to, or subtracted from, by the acts and thoughts of government men, of employees, of union leaders, of scores of other millions."

"... It is not the work of public relations—let it always be emphasized—to outsmart the American public in helping management build profits. It is the job of public relations to help management find ways of identifying its own interests with the public interest—ways so clear that the profit earned by the company may be viewed as contributing to the progress of everybody in the American economy."

From this premise, the book goes on to develop carefully, capably, and thor-

Continued on the Following Page



SOCIAL SCIENCE IN PUBLIC RELATIONS

By Rex F. Harlow

Co-author of
Practical Public Relations

The first book to make the results of social science research available to the public relations man. It surveys the literature of the social sciences, selecting what has both theoretical and practical significance for public relations, and shows how research findings can be applied to the solution of public relations problems, the development of more precise methods, the creation of new ideas, and the broadening of outlook of the public relations practitioner.

The public relations man can benefit by having his ideas and procedure tested against the findings of scientists through objective research. The social scientist in turn needs practical outlets for the application of his findings. How the two can draw together in a profitable working relationship is the concern of this book.

Rex Harlow is an outstanding authority in the fields both of public relations and social science. He is editor and publisher of *The Social Science Reporter*, co-founder and former editor of the *Public Relations Journal*, and formerly professor of public relations, Stanford University. \$3.50

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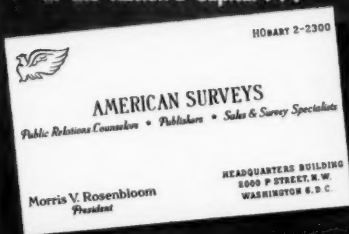
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oughly, tried and tested ways in which this can be done, together with occasional criticism of failures which have occurred.

The author points out, for example, that in facing the attack on bigness, the managements of large corporations have three alternatives: 1. they can deliberately stop growing (which means to stagnate and become soft and inefficient); 2. they can break up, turn some of their divisions into separate independent companies (which would deprive the nation of the capacities that go with greatness); or, 3. they can endeavor to get closer to the people and seek understanding and support from them.

"This last would appear to be the most logical way to proceed," he says, "and it is the course chosen by such leading companies as United States Steel, General Motors, du Pont, and Standard Oil of New Jersey. These companies are going to the people."

Either people will come to understand such things as the economic effects of discriminatory corporate income tax rates based on size, or large companies will cease to make sufficient profits to be a satisfactory investment medium for the average person, or to perform the services to our economy in doing the huge and difficult jobs which only a large company can do.

A major portion of the book deals with the ways in which the corporation may operate to build that sound public understanding without which it cannot possibly hope to exist successfully. This portion of the book is well done and brings to the subject the illumination, experience, and judgment of one of the most distinguished public relations men this country has produced.

While it is natural that there are statements made and views advanced with which other capable public relations people would not in all instances agree, the book is a thoughtful, intelligent, and provocative discussion of the problems that lie ahead for not only American business organizations but, in the end, for the economy of America and the ultimate destiny of the American people. ●

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Infant Abroad

Continued from Page 2

In terms of professional organization, England seems the liveliest of the four countries mentioned. The analog to the Public Relations Society of America there is the Institute of Public Relations. Among its active members, known to a good many American practitioners, are Alan Campbell-Johnson, President; Lex Hornsby, past-president; Allan B. Ashbourne, Chairman of Council; T. Fife Clark, past-president of the International Public Relations Association, and T. H. Traverse-Healy, a member of the Institute's Council.

It is interesting to note that English practitioners are interested today in much the same questions that concern their American counterparts. They are concerned, for example, with matters of professional training; with questions of relationships between "inside" and "outside" practitioners; with the question of whether, how and to what extent advertising agencies can beneficially offer public relations services; and with the problem of generating a more complete understanding of public relations among English business men.

Citizens of all these countries, and others, have written for the JOURNAL in recent months, and their contributions will continue to be welcome. Thus it is not the purpose of this editorial to pass judgments, or to cover the subject matter with any thoroughness. Others can do that more expertly.

The purpose here is to point out that the transition from immaturity to maturity in public relations is being accomplished with some speed abroad, and that this ought to constitute a development of substantial significance for all of us. ●

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Letters to The Editor

To The Editor:

The field of public relations, which touches all aspects of life, plays a major role in the world today. Yet because of its youth, and other characteristics, public relations is one profession where Negroes are affected considerably.

In the main, they are caught in quite a frustrating situation: (1) Negroes are not employed by public relations firms of other groups; (2) Negroes are seldom employed to practice public relations even among Negroes.

There are many firms that are in need of an effective public relations program directed toward Negroes, but rather than approach qualified Negro practitioners, it seems that a Negro in any other vocation is consulted. The results of any such doings can only be inaccurate.

This type of approach not only creates a doubtful atmosphere about Negro practitioners, it also has its repercussions in the area of sales. Certainly there are merely a few Negroes actually trained in the field, but even these few are constantly rebuffed under the guise of many things.

A case in point, Firm "A" is aware of needing some directed effort toward Negroes. The problem warrants a constructive public relations program. Instead of seeking a competent Negro practitioner, Firm "A" will use a salesman, a janitor, a maid or any Negro except one in the field of public relations. This is definitely an indication of either a lack of understanding or negligence.

America has grown quite strong, and wealthy. In this great country there are more than 17 million Negroes. Historically, the Negro has had such a different background in America until he comprises the country's largest in-group. Because of this rather peculiar status, best results may be obtained in any realm with a different, or specified approach.

Some very few business institutions do approach the Negro market correctly; they are to be commended. Basically though, the whole approach to public relations in the Negro community has gone lacking.

American business men and women desire, and strive to maintain optimum relations with their world counterpart. These same American people put forth little or no effort to bring about and maintain good Negro relations. It would

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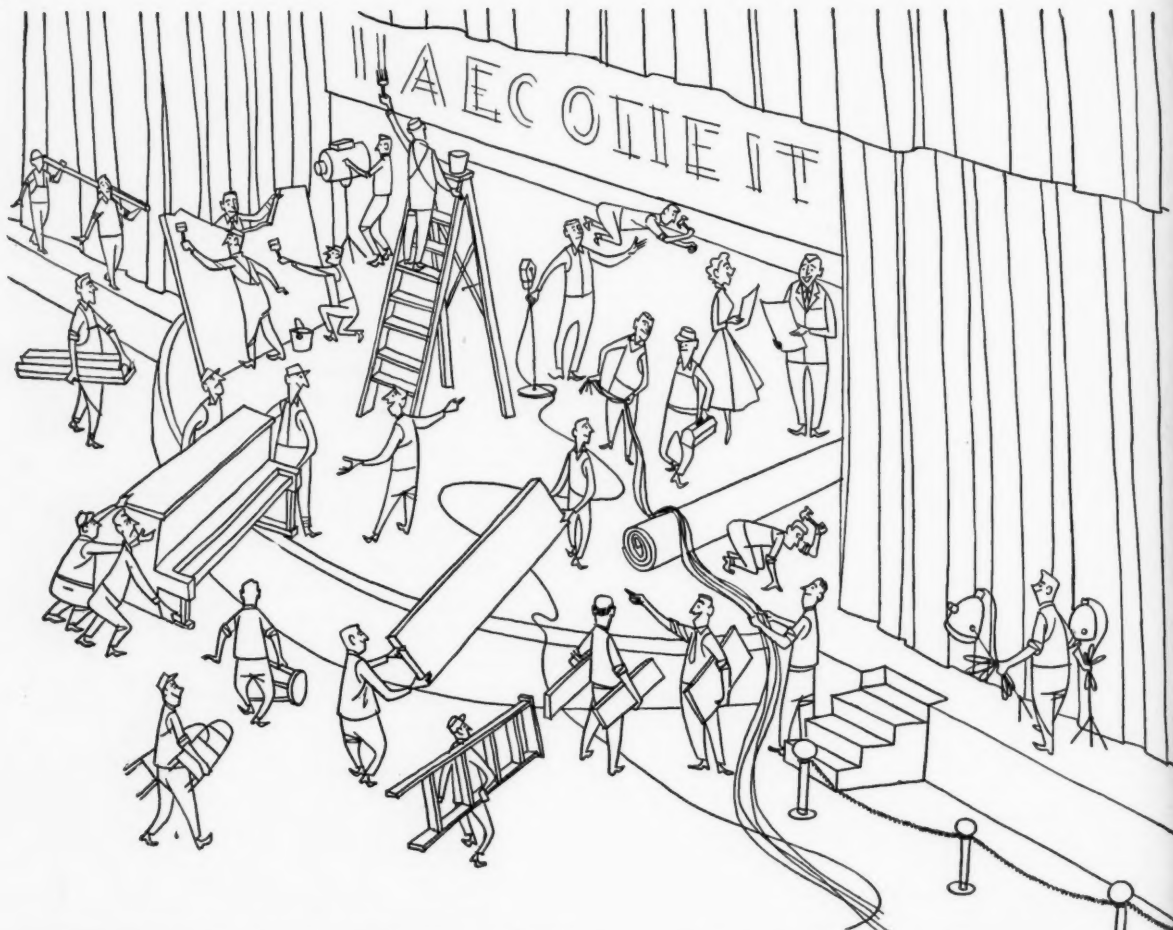
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